**Federal State Educational Budgetary Institution**

**Of Higher Education**

**FINANCIAL UNIVERSITY UNDER THE GOVERNMENT OF THE RUSSIAN FEDERATION**

**(Financial University)**

**Department of Strategic and Innovative Development**

**Faculty "Higher School of Management"**

**H.Н. Nalbandyan**

**State Final Attestation Program**

for students studying in the field of training:

38.04.02-Management,

Focus ofthe program:

 "Management and International Business"

*Recommended by the Academic Council of the Faculty Higher School of Management*

*(Protocol No. 47, 19.11.2024)*

*Approved by the Board of the Department of Strategic and Innovative Development*

*(Protocol No. 07, 18.11.2024)*

**Moscow 2024**

**List of competencies to be evaluated during the state final attestation**

|  |  |
| --- | --- |
| **Code and name of the competence** | **Form of the state final certification, which checks the formation of competence** |
| 1 | 2 |
| **Universal competencies:** |
| **General scientificquestions:** |  |
| UK-1 - ability to abstract thinking, critical analysis of problem situations based on a systematic approach, development of an action strategy | State exam |
| **Instrumental:** |  |
| CC-2 – ability to apply communication technologies, to speak a foreign language at a level that allows you to carry out professional and research activities, including in a foreign-language environment | State exam, final qualification work |
| **Social and personal:** |  |
| UK-3-ability to determine and implement priorities of one's own activities in accordance with the importance of tasks, methods for improving its effectiveness | State exam |
| UK-4-ability to organize interpersonal relations and intercultural interaction, taking into account the diversity of cultures | State exam, final qualification work |
| UK-5 – ability to lead the work of a team, make organizational and managerial decisions for The State exam, final qualification work must be responsible for achieving the set goal,  | and the State exam, final qualification work must be responsible for them |
| **System requirements:** |  |
| UK-6-ability to manage a project at all stages of its life cycle | State exam, final qualification work |
| UK-7 – ability to conduct scientific research, evaluate and formalize their results | Final qualification work |
| **Professional competencies directions:** |
| **Theoretical and methodologicalaspects:** |  |
| PKN-1-ability to identify problems and trends in the modern economy and solve professional problems based on knowledge (advanced level) of economic and management theory, as wellбas generalization and critical analysis of current management practices | State exam, final qualification work |
| **Applied:** |  |
| PKN-2-ability to apply modern methods and techniques for collecting, processing and analyzing data, as well as determining and predicting the main socio-economic indicators of management objects | Final qualification work |
| PKN-3 – ability to assess the effectiveness and efficiency of the organization as a whole and individual projects, develop assessment methods and necessary indicators for this purpose, taking into account | : Final qualification work |
| PKN-4 – ability to manage project and process activities in the organization, as well as identify, evaluate and implement new market opportunities, manage material and financial flows, as well as all types of risks of economic systems | ' activities State exam, Final qualification work |
| PKN-5 – ability to generalize and analyze the results of economic activity in the organization. critically evaluate scientific research in management and related fields, carry out research projects and participate in the dissemination of economic and managerial knowledge | Final qualification work |
| PKN-6-ability to manage strategic changes in the organization's activities, develop new areas of activity of the organization and the corresponding business models of organizations | State exam, final qualification work |
| **Analytical:**  |  |
| PKN-7- withthe ability to independently make sound organizational and managerial decisions, assess their operational and organizational effectiveness, and social significance, ensure their implementation | State exam, final qualification work |
| PKN-8- withthe ability to analyze, determine and effectively use human and social and intellectual capital as well as the knowledge accumulated by the organization, while applying the necessary leadership and communication skills | Final qualification work |
| **Professional competencies of the of the following areas:** |
| PC-1 orientation-with the ability touse tools for strategic analysis and improving the efficiency and effectiveness of companies | ' activities Final qualification work |
| PC-2-withthe ability to predict the development of the company, taking into account the needs | of the international market and exam, final qualification work |
| PC-3-cposobnost to find and evaluate new international market opportunities, form and evaluate business ideas, develop business models for creating a new business | State exam, final qualification work |
| PC-4-cposobnost to form strategies for entering international markets | State exam, final qualification work |

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| APPROVING Vice-Rector for Academic and Methodological Work \_\_\_\_\_\_\_\_\_\_ E.A. Kameneva"\_\_\_\_\_" \_\_\_\_\_\_\_\_\_\_202\_ G. |
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**H.Н. Nalbandyan**

**State Exam Program**

for students studying in the field of training:

38.04.02-Management,

Program focus:

 "Management and International Business"

*Recommended by the Academic Council of the Faculty Higher School of Management*

*(Protocol No. 47, 19.11.2024)*

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**Moscow 2024**

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# 1. List of questions submitted for the state exam. List of recommended literature for preparing for the state exam

**1.1. Questions based on the content of general professional and professional disciplines of the training area**

1. The main stages of developing knowledge about organization management. Main schools and directions.
2. Alternative models of firm behavior: profit maximization, sales maximization, growth maximization, management behavior.
3. Risk and uncertainty. Sources of business risk. Calculation of various risk parameters. Measuring the degree of risk. Probability distribution.
4. Organization. Identification of essential features and modern approaches to its study: key idea, basic concepts, tools. New types of organizations: virtual, multidimensional, fractal, etc.
5. Strategic process: sequence and tools of the strategic manager. Adjusting the strategy.
6. Corporate culture: technologies of management and formation.
7. Comparative analysis of the life cycle of an organization, project, product, or technology. Main stages of the Adizes life cycle: signs and management risks. Stages of the life cycle according to L. Greiner
8. Criteria for the effectiveness of organization management: basic approaches and methodologies. Evolution of the financial approach
9. Evaluating an organization's performance: evolution of an integrated approach. Organizational effectiveness: BSCapproach and Rampersad approach (personal strategic maps).
10. Managing changes. Main approaches: technologies and means of organization development. Resistance to change: methods of evaluation, neutralization, and elimination.
11. Management of technological and intellectual resources of the organization: approaches and technologies.
12. Knowledge economy and requirements for managing intangible assets.
13. The concept and principles of building self-learning organizations. Socio-psychological features of forming the culture of a self-learning organization.
14. Methods of employee satisfaction research in an organization. Tools for managing the enabled behavior of different types of employees in the organization.
15. Innovation in the organization. Impact of innovations in the organization on employee behavior.
16. Analytical concepts of strategic analysis and management decision support. Typology of strategic analysis tools.
17. Analysis of methods and sources of acquiring sustainable competitive advantages.
18. Industry structure analysis: predicting industry profitability, company positioning, and strategies for changing the industry structure
19. Methods for analyzing key success factors. Strategic analysis of resources, abilities, and competencies according to R. Grant.
20. Analysis of competitors and market segmentation. Analysis of strategic groups. Concepts of strategic positioning of the company by M. Porter, D. Aaker, G. Mintsberg.
21. Research of changes in the external environment and strategic perspective using scenario analysis methods. Strategic assessment and analysis of forecast scenarios for the company's future, alignment with strategies, priorities and goals.
22. Competition and market types. Analysis of competitive advantage. Competitive advantage based on sensitivity to change.
23. Modern technologies of financial planning and forecasting (BSC, KPI, etc.).
24. Criteria for optimal financing: by the structure of the liability (financial leverage), by the short-term structure of the balance sheet (liquidity criterion), by the long-term structure of the balance sheet (left and right hand rule), by the price of capital (WACC).
25. Formation of economic profit and economic value added. EBITDA: features of the indicator and calculation algorithm.

1.2. List of recommended literature for preparing for the state exam on questions based on the content of general professional and professional disciplines of the training area

**Main literature:**

1. Theory of organization : textbook and workshop for universities / G. R. Latfullin [et al.] ; edited by G. R. Latfullin, O. N. Gromova, A.V. Raichenko. — 2nd ed. — Moscow : Yurait Publishing House, 2025. — 153 p. — (Higher education). — ISBN 978-5-534-20714-9. - Yurayt educational platform [website]. — URL: https://urait.ru/bcode/560974 (date of request: 02/18/2025). — Text : electronic .
2. Thompson, A. A. Strategic management : The art of strategy development and implementation: a textbook for students. universities, educational institutions. according to econ. spec. / A.A. Thompson, A.J. Strickland; translated from English. edited by L.G. Zaitsev, M.I. Sokolova. - Moscow: Banks and Stock exchanges: UNITY, 1998. - 576 p. - Text: direct. "The same thing. - 2017. - EBS ZNANIUM. - URL: https://znanium.com/catalog/product/1028918 (date of request:06.03.2025). - Text: electronic.
3. Operational management: textbook / Financial University; edited by A.V. Trachuk. Moscow: Knorus, 2017. 360 p. (Bachelor's and Master's degrees). - Text: direct. "The same thing. - 2023. - EBS BOOK.ru . - URL:https://book.ru/book/944931 (date of request:01.03.2025). — Text : electronic.

**Additional literature:**

1. Management: a textbook for bachelor's degree courses in Management and Economics / O.V. Astafyeva, L.V. Volkov, V.V. Zhidkov [et al.]; Financial University; edited by A.V. Trachuk, K.V. Sayapina. — Moscow: Knorus, 2021. — 494 p. - Text: direct. - (Bachelor's degree). - - Also. - 2025. - EBS BOOK.ru . - URL: https://book.ru/book/956851 (date of request: 03/01/2025). — Text : electronic.

 **List of Internet information and telecommunications network resources**

1. Electronic Library of the Financial University (EB) <http://elib.fa.ru/>
2. Electronic library system BOOK.RU [http://www.book.ru](http://www.book.ru/)
3. Electronic library system "University Library ONLINE" http://biblioclub.ru/
4. Znanium Electronic Library system http://www.znanium.com [http://www.znanium.com](http://www.znanium.com/)
5. Electronic library system of YURAYT Publishing House https://www.biblio-online.ru/
6. Alpina Digital Online Business Library <http://lib.alpinadigital.ru/>
7. Scientific Electronic Library eLibrary.ru [http://elibrary.ru](http://elibrary.ru/)
8. http://www.garant.ru://www.garant.ru -Website of the Garant legal system
9. http://www.spark-interfax.ru://www.spark-interfax.ru -Professional market and company analysis system
10. http://www.consultant.ru-ConsultantPlus://www.consultant.ru- legal reference system.

**1.3. Questions based on the content of disciplines of the Master's program orientation**

1. Outline a plan for conducting a comprehensive stakeholder analysis for a major international infrastructure project. How would you use this analysis to justify project management decisions?
2. Explain the concept of arbitrage in international financial management and give an example of how it can be used to exploit differences in financial markets.
3. Explain the concept of market segmentation in marketing and give an example of how it can be applied in different cultural contexts.
4. Key issues of international taxation and how multinational corporations deal with these issues.
5. Porter's five Forces model and its use in developing a competitive strategy.
6. Explain the importance of marketing research in international marketing and discuss two methods of conducting it.
7. Explain how companies can balance global integration and local adaptation in their international strategies.
8. Explain how feedback mechanisms can improve the implementation of strategic decisions.
9. Explain the concept of natural global firms and how they differ from traditional international businesses.
10. Explain the concept of hedging in foreign exchange markets and its importance in risk management.
11. Explain the process of product adaptation for international markets and give an example of successful product adaptation.
12. Describe the use of decision trees in making strategic decisions.
13. Describe the key characteristics of ecosystem business models and their advantages and disadvantages.
14. Describe the advantages and risks of forming strategic alliances in international business.
15. Describe the challenges and benefits of implementing International Financial Reporting Standards (IFRS).
16. Describe the challenges of creating a global brand and strategies to overcome them.
17. Describe the role of supply chain management in international operations and how it can be optimized to improve efficiency.
18. Describe систему AAA the Gemavata AAA system and how it can be used to develop international business strategies.
19. Describe strategies for managing currency risk in international finance.
20. Describe the strategy behind freemium's business models freemiumand their application.
21. Describe the types of financial instruments used in international finance.
22. Describe strategies for entering foreign markets and factors that should be considered when choosing international markets.
23. Describe the functions of the foreign exchange market and its impact on international trade.
24. The main differences between the global standardization strategy and the localization strategy in international business and how these strategies are aligned with different market conditions.
25. Compare the effectiveness of different change management models when implementing large-scale organizational transformations and in a two-year-old startup.

**1.4. The list of recommended literature for preparing for the state exam on the subjects of the Master's program orientation:**

**Main literature:**

1. Shevchenko, B. I. International business : textbook / B. I. Shevchenko. — Moscow : KnoRus, 2024. — 566 p. — ISBN 978-5-406-11881-8. — (Bachelor's and Master's degrees). - EBS BOOK.ru . - URL: https://book.ru/book/949804 (date of request: 02/13/2025). — Text : electronic.
2. Deren, V. I. Economics and international business : textbook and workshop for universities / V. I. Deren, A.V. Derin, O. N. Mirkina. — 4th ed., ispr. and add. Moscow : Yurait Publishing House, 2025. 327 p. (Higher education). — ISBN 978-5-534-16523-4. - Yurayt educational platform [website]. — URL: https://urait.ru/bcode/565194 (date of request: 03/06/2025). — Text : electronic.

**Additional literature:**

1. Methods of managerial decision-making (in diagrams and tables) : textbook / I. Y. Belyaeva, O. V. Danilova, T. V. Bratarchuk [et al.]; edited by I. Y. Belyaeva, O. V. Danilova. — Moscow : KnoRus, 2024. — 276 p. — 2nd ed., trans. and add.— (Bachelor's and Master's degrees). — ISBN 978-5-406-12777-3. — Text : direct. —The same thing. — EBS BOOK.ru . - URL: https://book.ru/book/953113 (date of request: 03/06/2025). — Text : electronic.
2. Baldin, K. V. Managerial decisions: textbook / K. V. Baldin, S. N. Vorobyov, V. B. Utkin. - 11th ed., ster. Moscow : Dashkov and K, 2023. 494 p. - EBS ZNANIUM. - URL: https://znanium.com/catalog/product/2084846 (date of request:06.03.2025). – Text : electronic.

**List of Internet information and telecommunications network resources**

1. Consultant plus [electronicresource] - Access mode: URL http://www.consultant.ru/online/

2. Electronic version of the magazine "Secret of the firm" [electronicresource] / Bank of Solutions. Access mode: URL http://www.kommersant.ru
3. Electronic version of the journal "Harvard Business Review [electronicresource] - Russia". - Access mode: URL http://hbr-russia.ru/

4. Website of the World Bank [electronicэлектронныиresource]. - Access mode: URL

http://www.worldbank.org
5. Website of the WTO [electronicэлектронныиresource]. - Access mode: URL http://www.wto.org

**2. Examples of practice-oriented tasks**

**Task # 1.**

*Condition*

One of the key factors of international business is the analysis of the project at the initial stage, determining the areas of product adaptation to a new market.

When analyzing the project, the manager pays attention­to the need for this product on the market, the presence/absence of market­analogues, the possibility of adapting the product; the feasibility of this project in the context of transport costs, the ability­to organize production, the availability of qualified specialists and managers.

Your team of interns should analyze the possibilities­of implementing business projects proposed by the company's regional managers.

1. Sale of franchises for opening fitness clubs in the Middle­East.

2. Import of French wine to China.

3. A joint venture for the production of fashionable linen clothing in Italy.

4. Organization of ecological tourism in Yakutia.

5. Opening of a network of orthopedic salons in India.

Task:

1. Rank your offers based on the potential long-term viability of each one.

2. Make a list of the advantages and disadvantages of each offer.

3. Explain how key advantages can be exploited and disadvantages overcome.

**Task # 2.**

*Condition*:

The large Russian energy company EnergoRus operates under international sanctions imposed by Western countries due to geopolitical tensions. These sanctions have restricted its access to global financial markets, advanced technologies, and international partnerships. Despite these challenges, EnergoRus continued to operate domestically and sought to expand into emerging markets in Asia and Africa to diversify its revenue streams and mitigate the impact of sanctions.

EnergoRus is considering entering a new emerging market in Southeast Asia, where energy demand is growing rapidly due to industrialization and urbanization. However, the company faces a number of challenges:

Limited access to international financing for expansion projects.

Restrictions on the acquisition of advanced technologies necessary for efficient energy production.

Potential reputational risks associated with the fact that the organization is subject to sanctions.

Complex regulatory framework in the target market.

Features:

High demand for affordable energy solutions in the target market.

Potential partnerships with local firms that are not subject to sanctions.

State support from Russia, including subsidies and diplomatic agreements with neutral countries.

*Task*:

Using the decision-making system, evaluate whetherEnergorus shouldcontinue to expand into the Southeast Asian market. Consider both the opportunities and risks associated with this step.

*Please answer the following questions:*

How does the chosen framework help you analyze the risks and opportunities of entering the Southeast Asian market?

What specific factors (for example, local partnerships) ЭнергоРусshould EnergoRus prioritize in its assessment?

HowЭнергоРусcan EnergoRus mitigate risks, such as reputational damage or regulatory compliance issues, while leveraging its strengths?

What role does government support or diplomatic ties play in facilitating entry to this market?

**Task # 3.**

*Condition*:

IBM, a global technology and consulting company, faced a critical moment in the early 1990s when its traditional hardware-focused business model became obsolete due to rapid technological advances and changing market demands. To remain competitive, IBM has undergone a massive transformation, shifting its focus from hardware manufacturing to software, services, and consulting. This transformation required not only a strategic review, but also cultural and structural changes within the organization.

Key issues:

Cultural resistance: Employees were used to an outdated business model and resisted shifting their focus.

Approval of the manual: Securing support from leaders at different levels of the organization was crucial.

Employee engagement: Motivates employees to perform new roles and responsibilities in an unfamiliar environment.

Complexity of changes: the transformation spanned several business units, which requires a coordinated approach.

Approach to change management:

IBM adopted Cotter's 8-step change model as the main framework for managing this transformation. The steps included:

Create a sense of urgency by emphasizing the consequences of maintaining the status quo.

Forming a leadership coalition of leaders to promote the initiative for change.

Develop and disseminate a clear vision for IBM's future as a service-oriented company.

Empower employees by providing training and resources to adapt to new roles.

Achieve short-term wins to build momentum and demonstrate progress.

Consolidate results by bringing processes and systems in line with the new strategy.

Consolidate changes in the organizational culture through increased leadership and continuous communication.

*Task*:

Compare the effectiveness of different change management models in implementing large-scale organizational transformations, such as the IBM case. What model would you recommend for such transformations and why?

*Please answer the following questions:*

Evaluate how the Cotter model helped IBM overcome resistance by creating urgency and aligning leadership.

Discuss whether Levin's simplicity or ADKAR's focus on individual employees would be effective alternatives.

Tell us how the McKinsey 7-S model could better align all of IBM's organizational elements.

**3. Recommendations for students to prepare for the state exam**

Preparation for the state exam should begin with familiarizing yourself with the list of questions submitted for the state exam. When preparing your answers, use the recommended mandatory and additional literature, as well as the lecture notes that you have compiled.

While preparing for the exam, it is recommended to review not only the lecture material, textbooks, recommended literature, but also the tasks for individual and independent work, tasks, laboratory and term papers completed during the training process.

When preparing, it is advisable to make extracts and notes on separate sheets of paper with a note of the question number or topic. If necessary, in the process of preparing answers to questions, it is necessary to note changes that have occurred in the legislation, link theoretical problems with current practice and experience gained during the internship.

In case of difficulties in preparing for the state exam, please contact the teacher for appropriate explanations. It is mandatory to attend consultations and review lectures that are held before the state exam.

**4. Criteria for evaluating the results of state examinations**

*Criteria for evaluating graduates ' knowledge in the course of answering theoretical questions:*

*The maximum number of points (5 points)* for answering a theoretical question on the exam ticket is awarded if the student thoroughly and fully reveals the theoretical and practical aspects of the question, shows a creative approach to its presentation, and demonstrates the discussion of this issue, as well as deeply and fully reveals additional questions.

The number of points for answering a theoretical question on the exam ticket decreases if the student does not fully cover the key points of the question, it is difficult to justify certain provisions more deeply, and it is also difficult to answer additional questions on this issue.

*The minimum number of points (3 points)* for the answer to the theoretical question of the exam ticket is given if the student does not disclose the main points of the question, the logic of presentation is broken, and the answers are not always specific.

*The rating "unsatisfactory" (2 points)* is given if the material is presented inconsistently, not reasoned, haphazardly, the answers to the questions revealed a discrepancy between the level of knowledge of the graduate with the requirements of the OS in FU in terms of the formed competencies, as well as additional competencies established by the university.

***Criteria for evaluating graduates ' skills in solving complex practice-oriented tasks:***

Maximum number of points (5 points) it is set if the graduate completely coped with the implementation of a complex practice-oriented task, justified the results obtained.

The number of points is reduced if a complex practice-oriented task is completed, but inaccuracies in the justification of the results are allowed.

The minimum number of points (3 points) is given if a complex practice-oriented task is mostly completed, the correct course of the solution is planned, but mistakes are made in the process of calculations, calculations, and incorrectly formulated conclusions.

The rating "unsatisfactory" (2 points)is given if there is no answer to a complex practice-oriented task, or there is no solution, which means that the graduate's level of training does not meet the requirements for the results of mastering the educational program, including additional professional competencies formed by the university.

Before the procedure of discussing the answers of the examinees, each member of the state examination commission sets his personal score for each student, using the amount of points received after filling out the student's assessment sheet.

Further, the state examination commission considers each graduate separately: the final score is the arithmetic mean of the sum of the marks given by each member of the commission.

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**Department of Strategic and Innovative Development**

**Faculty "Higher School of Management"**

**H.Н. Nalbandyan**

**Methodological Recommendations For The Preparation And Defense Of Final Qualification Paper**

for students studying in the field of training:

38.04.02-Management,

Program focus:

 "Management and International Business"

*Recommended by the Academic Council of the Faculty Higher School of Management*

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**Moscow 2024**

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1. **General provisions**

1.1. The guidelines are developed on the basis of:

* Educational standard of higher education of the Federal State Budgetary Educational Institution of Higher Education "Financial University under the Government of the Russian Federation" in the direction of training 38.04.02 "Management" (master's level). (hereinafter referred to as OS FU);
* GOST R 7.05-2008 (Bibliographic reference);
* GOST 7.0.100-2018 (Bibliographic record. Bibliographic description. General requirements and rules of compilation);

1.2. The guidelines are intended for students studying in the direction of training 38.04.02 "Management", the focus of the master's program "Management and International Business".

1.3 The defense of the final qualification work is a form of conducting the state final certification of students completing the development of the educational program of higher education-the master's program in accordance with the educational standard of the Financial University in the direction of training 38.04.02 "Management".

1.4 The list of planned results of the development of the OP in accordance with the requirements of the OS in FU, to be evaluated during the defense of the Thesis:

*Universal competencies:*

CC-2 – the ability to apply communication technologies, master a foreign language at a level that allows you to carry out professional and research activities, including in a foreign-language environment

CC-4-ability to organize interpersonal relations and cross-cultural interaction, taking into account the diversity of cultures

CC-5 – ability to lead the team's work, make organizational and managerial decisions to achieve the goal, and be responsible for them

CC-6 – ability to manage a project at all stages of its life cycle

CC-7-ability to conduct scientific research, evaluate and formalize its results

*Professional competencies of the direction*

PKN-1 – ability to identify problems and trends in the modern economy and solve professional problems based on knowledge (advanced level) of economic and management theory, as wellбas generalization and critical analysis of current management practices

PKN-2 – ability to apply modern methods and techniques for collecting, processing and analyzing data, as well as determining and predicting the main socio-economic indicators of management objects

PKN-3 – the ability to assess the effectiveness and efficiency of the organization as a whole and individual projects, to develop assessment methods and necessary indicators for this purpose, taking into account risk factors and in conditions of uncertainty

PKN-4 – ability to manage project and process activities in the organization, as well as identify, evaluate and implement new market opportunities, manage material and financial flows, as well as all types of risks of economic systems ' activities

PKN-5 – ability to summarize and critically evaluate scientific research in management and related fields, carry out research projects and participate in the dissemination of economic and managerial knowledge

PKN-6 – ability to manage strategic changes in the organization's activities, develop new areas of activity of the organization and the corresponding business models of the organization

PKN-7 – Ability to independently make sound organizational and managerial decisions, evaluate their operational and organizational effectiveness, and social significance, and ensure their implementation

PKN-8 – The ability to analyze, identify and effectively use human and social and intellectual capital, as well as the knowledge accumulated by the organization, while applying the necessary leadership and communication skills

*Professional competencies*

PC-1 - Ability to use tools for strategic analysis and improve the efficiency and effectiveness of companies ' activities

PC-2 - Ability to forecast the company's development, taking into account the needs of the international market and the organization's capabilities

PC-3 - Ability to find and evaluate new international market opportunities, form and evaluate business ideas, develop business models for creating a new business

PC-4 - Ability to form strategies for the company's entry into international markets

**2. Definition of the Topic**

2.1. The choice of the topic is made by the student independently, taking into account the scientific interests, the relevance of the topic to the orientation of the master's program, its practical significance, the availability of literature and regulatory support.

The student has the right to propose their own Thesis topic by writing an application to the head of the department with justification of the feasibility of its development. When considering the initiative topic of the Thesis, the Head of the Department has the right to reject or edit it in a reasoned manner.

2.2. The student chooses the topic of the Thesis by submitting a written application for fixing the topic of the Thesis to the Head of the Department in the form provided in Appendix 1.

The department assigns topics to the scientific supervisorsin accordance with their scientific interests and time standards for calculating the amount of academic work of the teaching staff. The application for fixing the topic of the Thesis is coordinated with the potential head of the Thesis and the Head of the Department.

2.3. The selection of the Thesis topic is carried out within the time limits set out in clause 2.5 of the Regulations on the final qualification work for the Master's degree program at the Financial University.

2.4. The department prepares a draft order on assigning students to the leaders of the THESIS, indicating the topics of the THESIS.

The leaders of the Thesis and the topics of the Thesis are assigned to students by the order of the Financial University within the time limits set out in clause 2.7 of the Regulations on the final qualification work for the master's program at the Financial University.

2.5. The deadline for changing / clarifying the topic of the Thesis is set out in clause 2.8 of the Regulations on the final qualification work for the Master's degree program at the Financial University.

**3. Management and control of THESIS preparation**

3.1. Direct management of the THESIS is carried out by the head from among the teaching staff of the department.

The duties of the head of the THESIS, defined in paragraph 3.2 of the Regulations on the final qualification work for the master's degree program at the Financial University, include:

advising the student in accordance with the schedule of preparation of the Thesis;

development of the task for THESIS according to the form specified in Appendix 2;

assist in the preparation of the THESIS plan and schedule of its implementation;

advising the student on the selection of literature and factual material;

assistance in choosing the research methodology;

conducting systematic consultations with students on the issues of work, providing qualified recommendations on the content of the Thesis;

implementation of continuous monitoring of the progress of the THESIS in accordance with the plan and schedule of its implementation;

monitoring the quality of THESIS preparation and making a decision on placing the completed THESIS to students at the IEP;

informing the head of the department if the student does not comply with the schedule of preparation of the Thesis;

advising the student in preparing the presentation and report for the defense of the Thesis;

submission of a written review of the student's work during the preparation of the Thesis in accordance with Annex 3. If several students complete one Thesis, the review is made in accordance with Annex 4;

Posting a review on the IEP.

attendance at the defense by students of the THESIS (provided that the supervisor is not engaged in classroom work).

3.2. The student's responsibilities are defined in clause 3.6 of the Regulations on the final qualification work for the Master's degree program at the Financial University.

The student must:

develop and coordinate with the supervisor a THESIS preparation plan;

systematically work on the Thesis in accordance with the established deadlines and requirements, use the methodological recommendations of the department;

regularly communicate with the head of the THESIS and inform him about the work done;

submit your Thesis within the established time frame.

**4. Structure and content of the Thesis**

4.1. The requirements for the Thesis, its structure and content are defined in clauses 4.1 and 4.2 of the Regulations on the final qualification work for the Master's degree program at the Financial University.

4.2. The final qualification work should include:

- title page (appendix 5);

- table of contents.

- introduction.

the main part, structured into chapters and paragraphs.

- conclusion;

- list of sources used.

- applications (if available).

The introduction of the Thesis should contain a justification for the relevance of the topic, the purpose and objectives, the subject and object of research, the degree of development of the topic, the range of problems considered, and a brief overview of the sources used. The purpose of the THESIS should be aimed at substantiating suggestions and recommendations for solving the identified problems based on the research of the chosen topic. The tasks of the THESIS determine its content. The volume of the introduction of the Thesis is 2-3 pages.

The main part of the Thesis contains, as a rule, three chapters, including theoretical (methodological) and practical. Each chapter consists of two or more paragraphs. The title of the chapter should not repeat the title of the topic, and the title of paragraphs should not repeat the titles of chapters. Paragraphs are not divided into their component parts.

The first chapter of the Thesis discusses theoretical, methodological, and historical aspects of the research topic, in particular, theoretical concepts, concepts and their classifications, and discussion issues. When writing a chapter, it is not enough to limit yourself only to describing the points of view of different authors on the problem under consideration. The task is to formulate the author's position based on their study. The first chapter is written on the basis of selected sources of literature and regulatory legal acts.

The volume of the first chapter should be 20-30% of the total volume of the Thesis. The first chapter ends with a justification of the need for an analytical part of the work.

The second chapter, which can be defined as analytical, analyzes the features of the object and subject of research, as well as practical aspects of the problems considered in the first chapter, and evaluates the results obtained. The analysis must be carried out over a period of at least 3 years. Such a retrospective analysis allows: to study the dynamics of the processes under study; to identify trends and patterns of development; to give them an objective assessment; to identify the causes of the current situation; to determine ways to eliminate shortcomings. The practical part of the work should contain calculations performed independently by the student, compiled illustrative material: drawings (graphs, diagrams, diagrams), tables. All illustrative material should be analyzed and used to confirm conclusions on the problem under study.

The research of questions of the topic is carried out using general methods of scientific knowledge: empirical (comparison, data collection and study) and statistical research (index, correlation and variance, dynamic series, generalizing indicators), synThesis of theoretical and practical material, formal logic. The analysis should contain conclusions based on its results.

The volume of the second chapter should be, as a rule, 20-40% of the total volume of the Thesis.

The third chapter discusses and justifies the directions for solving the identified problems, suggests ways to solve the problem under study (being developed), and offers specific practical recommendations and suggestions for improving the phenomena and processes under study (if the THESIS consists of two chapters, the specified content of the third chapter is reflected in the second practical chapter). In this chapter, independent conclusions should be drawn and economic calculations should be presented.

The volume of the third chapter should be, as a rule, 15-25% of the total volume of the Thesis.

When preparing the main part of the final qualification work, references to the sources used (scientific, methodological or educational literature, etc.) are mandatory.The presence of references indicates the quality of the study of the topic, the scientific integrity of the author of the work. Reproduction of the material without reference to the source is considered plagiarism.

The conclusion of the Thesis is its final part, which contains the conclusions and suggestions received in the course of the research. At the same time, conclusions that do not follow from the results and content of the Thesis are not allowed. The conclusion is 3-5 pages long.

The conclusion is used when preparing a report for the defense of the Thesis.

The list of sources used should contain information about regulatory legal acts, educational, methodological and scientific publications (in Russian and foreign languages), publications in periodicals, as well as databases, information‑reference systems and Internet resources used during the implementation of the Thesis. To write a paper, the student must use at least 60 sources.

The appendices can include tables and figures (graphs, diagrams) that allow you to reveal the topic that are of auxiliary importance for the text of the work, but are not included in its main part.

The volume of the final qualification work is less than 80 pages without appendices (for collective THESIS-120-180 pages without appendices).

Requirements for the completion of the Thesis are discussed in paragraph 6 of these Guidelines.

**5. THESIS preparation procedure**

5.1. The student performs the THESIS according to the schedule drawn up jointly with the supervisor. Terms of preparation and submission of work to the Department are established by the order of the Financial University.

The Department constantly monitors the progress of the Thesis preparation. At the meetings of the department, scientific supervisors regularly inform about the preparation of students ' THESIS and compliance with the established schedule.

5.2. The student is obliged to place the completed and completed кафедрыTHESIS in electronic form (hereinafter referred to as the EQR) in accordance with the methodological recommendations of the Department on the IEP no later than 10 calendar days before the start of the GIA in accordance with the calendar schedule approved annually by the order on the organization of the educational process.

If the student did not place the EQR on the IEP within the established time frame, the head of the department immediately informs the dean of the faculty by a service note about the need to prepare a draft order on the student's expulsion from the Financial University as he did not fulfill the duties of conscientious development of the educational program and implementation of the curriculum.

5.3. The head of the THESIS, after posting the completed THESIS on the IEP, makes a written review of the student's work during the preparation period of the THESIS and posts it on the IEP. The supervisor ensures that the student is familiarized with the review no later than 5 calendar days before the date of the Thesis defense.

In case of detection of borrowings in the "Anti-plagiarism.Higher education institution" in the amount of more than 15% , the head of the THESIS analyzes the text for compliance with the norms of legal borrowing and makes a decision on the legality of using the borrowed text in the THESIS. An expert assessment of the level of the author's text in the Thesis is reflected in the review of the head of the Thesis. If the facts of illegal borrowing are revealed, the THESIS is returned to the student by the head of the THESIS for revision.

The THESIS in printed and bound form corresponding to the electronic version posted on the IEP is signed by the student, the head of the THESIS and submitted to the student together with the student's written permission to post the THESIS on the IEP, the review of the head of the THESIS and the report on the check for borrowing under the "Anti-plagiarism. University" in the Department no later than 5 calendar days before the date of the Thesis defense.

The responsible person of the department registers the Thesis in the journal of accounting of the Thesis with the date and signs its receipt.

The head of the department, if there is a written review of the head of the THESIS, decides on the admission of the student to the defense of the THESIS.

Receiving a negative review from the head of the THESIS is not an obstacle to submitting the THESIS for defense.

5.4. If the student has not submitted the Thesis in hard copy to the Department within the established time frame, the head of the Department immediately informs the dean of the Faculty by a service note about the need to prepare a draft order on the student's expulsion from the Financial University as having failed to fulfill the duties of conscientious development of the educational program and implementation of the curriculum.

**6. Requirements for completing a Thesis**

6.1. The THESIS is drawn up in accordance with GOST R 7.0.5-2008 (Bibliographic reference); GOST 7.32-2001 as amended. Changes No. 1 of 01.12.2005, IUS No. 12 ' 2005) (Report on research work); GOST 7.1-2003 (Bibliographic record. Bibliographic description. General requirements and rules of compilation).

6.2. Only discarded works are accepted for protection. The Thesis is drawn up using a computer and must be printed on standard white A4 sheets of paper, on one side (without a turn), with one and a half line spacing. Choose the font Times New Roman, black, size #14.

6.3. The text of the THESIS should be printed with the following margins: right – 10 mm, top and bottom – 20 mm, left – 30 mm.

6.4. The THESIS consists of the following structural elements: introduction, conclusion, list of sources used, appendix(s). The words "INTRODUCTION", "CONCLUSION"," LIST OF SOURCES USED"," APPENDIX " should be placed in the middle of the text field, without quotation marks, without underscores, and without putting a dot at the end of the title.

6.5. Chapters of the work should be numbered in Arabic numerals and written with paragraph indentation.

6.6. Paragraphs should be numbered in Arabic numerals within each chapter. The paragraph number must consist of the chapter number and the paragraph number separated by a dot.

6.7. Graphs, diagrams, and diagrams are placed directly after the text that has a link to them, and are aligned in the center of the page. The name of graphs, diagrams, and diagrams should be placed under them, written without quotation marks, and contain the word "Drawing" without quotation marks and an indication of the sequential number of the drawing, without the No sign. For example: Figure 1. Name of the drawing.

6.8. Tables are placed directly after the text that has a link to them (alignment in the center of the page). Tables are numbered in Arabic numerals, end-to-end numbering throughout the entire work (Table 1. Title).

6.9. Appendices should start from a new page, be placed and numbered in the order of appearance of links to them in the text. Applications must have a title indicating the word *"*Application" (without quotation marks), its serial number and name.

6.10. Pages should be numbered in Arabic numerals, observing end-to-end numbering throughout the text. The page number is placed starting from the second one, in the middle of the lower field of the sheet. The title page is included in the general page numbering of the report, but the page number is not entered on the title page.

Each chapter of the paper should start with a new page.

Paragraphs are not divided into their component parts.

Applications are not included in the set volume of the THESIS, but the pages are numbered.

6.11. For footnotes, choose the font Times New Roman, black, size # 12, with single spacing. Footnotes should be numbered in Arabic numerals, keeping end-to-end numbering throughout the text.

6.12. The completed work is signed by the student:

on the title page.

after the conclusion, the following is written:

"This work was done by me independently"

"\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_20\_\_city of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(date of submission of the work – filled in by hand) (author's signature)

**7. Preparation for the Thesis defense**

7.1. The final stage of the THESIS implementation is preparation for its defense and defense.

Students who have successfully completed the full development of the main educational program in the direction of training "Management" for the master's program "Management and International Business/Management and International Business", who have successfully passed the state exam (absent from the state exam for a good reason) and are admitted by the Head of the Department to the defense are allowed to defend the Thesis.

7.2. Requirements for the report content:

- the range of problems under consideration and methods of their solution;

- results of analysis of practical material and their interpretation;

- specific recommendations and suggestions for solving the identified problems in the framework of the topic under study.

The final part of the report describes the significance of the results obtained and provides general conclusions.

The student is allowed no more than 15 minutes to make a report.

7.3. Requirements for the presentation of the Thesis.

The report should be accompanied by a presentation illustrating the main points of work using multimedia tools performed in PowerPoint. The number of slides is 10-15.

7.4. The THESIS protection procedure includes:

- opening of the HEC meeting (Chairman);

- reports of students;

- questions from the members of the commission on the THESIS and the student's report. When answering questions, the student has the right to use their work;

- speech by the head of the THESIS or, in case of his absence, hearing the text of the review.

7.5. Procedure for determining the results of the Thesis defense.

When making a decision on the final assessment for the defense of the Thesis, the HEC takes into account:

- assessment by the supervisor of the Thesis of the quality of the content of the work, the degree of its compliance with the requirements for the Thesis; the presence of practical significance and validity of the conclusions and recommendations made by the student as a result of the study;

- assessment by the members of the HEC of the content of the work, its defense, including the report, answers to questions of the members of the HEC;

- the level and quality of the individual contribution of each member of the research team (if the work is performed by the research team).

In the event of a dispute with an equal number of votes, the presiding officer has the casting vote.

7.6. Based on the results of the THESIS defense, the student has the right to file a written appeal to the appeal commission about a violation, in his opinion, of the established procedure for conducting the THESIS defense. The appeal is submitted personally by the student to the appeal commission on the day of the announcement of the result of the Thesis defense.

7.7. The procedure for re-defending the Thesis is defined in clause 5.4. of the Procedure for conducting the state final certification for bachelor's and master's degree programs at the Financial University, approved by the order of the Financial University No. 0054/o dated 16.01.2018.

**8. THESIS evaluation criteria**

8.1. The assessment based on the results of the defense of the final qualification work is given according to the five-point system: *"excellent", "good"," satisfactory","unsatisfactory".*

*8.2. An "excellent" rating is given if:*

the work was performed independently, has a creative character, contains elements of scientific novelty, recommendations for improving the efficiency and effectiveness of activities in the research area;

a sufficient volume of regulatory legal acts, economic literature, statistical information and other practical materials has been collected, summarized and analyzed, which made it possible to comprehensively study the topic and make reasoned conclusions and practical recommendations;

when writing and defending the work, the graduate demonstrated a high level of competence formation, deep theoretical knowledge on the functioning and development of efficiency and effectiveness of companies 'activities; practical skills in calculating and interpreting performance indicators and performance indicators of companies' activities;

the work is well designed and submitted to the Departmentin a timely manner, fully meets the requirements for the content and design of the Thesis;

the defense covers all the research questions, the graduate's answers to the questions are professionally competent, exhaustive, supported by the provisions of regulatory legal acts, conclusions and calculations reflected in the work;

the manager has a positive review of the work.

*8.3. A "good" rating is given if:*

the topic of the work is disclosed, but the conclusions and recommendations are not always original and/or have no practical significance, there are inaccuracies in the coverage of certain issues of the topic, there are separate proposals for improving the efficiency and effectiveness of activities in the research area, but without assessing the risks and possible socio-economic consequences;

the necessary volume of regulatory legal acts, economic literature, statistical information and other practical materials is collected, summarized and analyzed, but not all aspects of the topic under study are concluded and practical recommendations are justified;

when writing and defending the work, the graduate demonstrated an average level of competence formation, the availability of theoretical knowledge on improving the efficiency and effectiveness of activities in the research area;

the work is submitted to the Department in a timelymanner, there are some shortcomings in its design;

in the course of defending the work, a general description of the main provisions of the work was given, and there were incomplete answers to questions.

the manager has a positive review of the work.

*8.4. A "satisfactory" rating is given when:*

the topic of the work is partially disclosed, but mostly correctly, a superficial presentation of certain issues of the topic is allowed, there are no well-founded recommendations for improving the efficiency and effectiveness of activities in the research area;

the work does not use all the necessary volume of regulatory legal acts, economic literature, statistical information and other practical materials, conclusions and practical recommendations are not always justified;

when writing and defending the work, the graduate demonstrated a satisfactory level of competence formation, lack of deep theoretical knowledge on the functioning efficiency and effectiveness of companies' activities;

the work is submitted to the Department in a timelymanner, but does not fully meet the requirements in terms of content and/or design;

in the course of the defense, the graduate did not fully explain the main provisions of the work, and had difficulty answering questions;

the supervisor's review contains comments on the content of the work and / or the method of analysis.

 *8.5. The rating "unsatisfactory" is given if:*

the content of the work does not reveal the topic, the questions are presented haphazardly and superficially, there is no analysis of practical material, the main provisions and recommendations are not justified;

the work is not original and is based on a compilation of publications on the topic.

when writing and defending the work, the graduate demonstrated an unsatisfactory level of competence formation, lack of theoretical knowledge on general issues of functioning and efficiency and effectiveness of companies' activities;

the work is not submitted to the Departmentin time, does not fully meet the requirements in terms of content and design;

at the defense, the graduate showed superficial knowledge of the topic under study, lack of ideas about current problems on the topic of work, experienced serious difficulties in answering questions, while making significant mistakes, or did not answer questions at all;

the manager's review contains critical comments.